

**Project Governance—Activity Definition****Purpose:**

The objective of this activity is to define the roles and responsibilities of the various team members and stakeholders, and to define the decision-making structure for the project.

**Participants:**

Project Manager and stakeholders

**Inputs:**

Approved Project Request form [1], Project Overview Statement [1], Business Case [4]

**Process:**

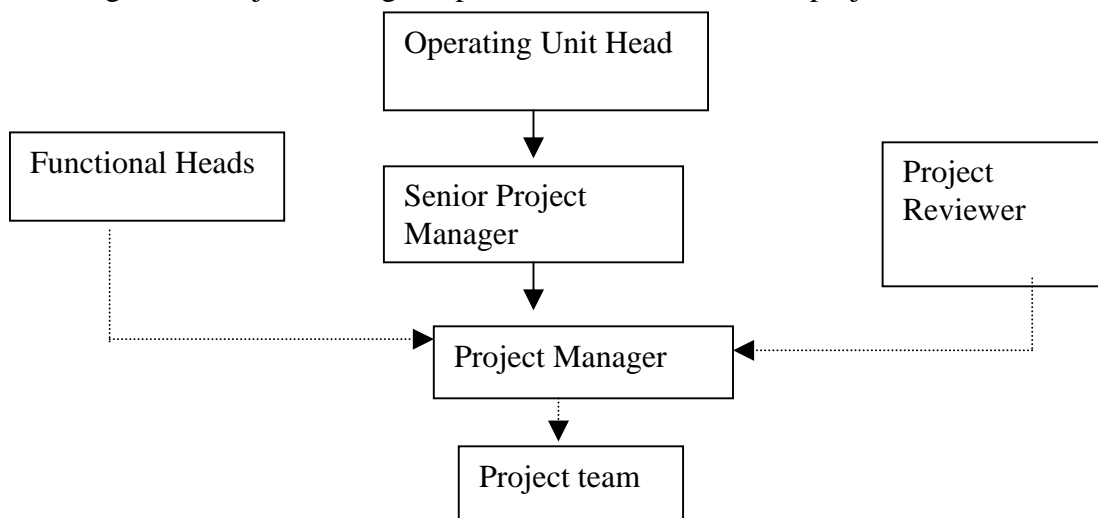
1. Identify the various roles that exist. e.g. Project Manager, team member, reviewer.
2. Identify the responsibilities that each role has. e.g.
  - a. Define who will establish project requirements with the customer.
  - b. Define who can interface with external providers, internal and external resources and customers.
  - c. Define who reviews and approves the project plan.
  - d. Define who authorizes project scope, schedule, and cost.
  - e. Define who authorizes change in scope.
  - f. Define who can sign a contract with a vendor.
  - g. Define who can communicate with vendors.
  - h. Define who can assign work.
3. Define the rules of communication. e.g.
  - a. Define who reports the status of the project to the stakeholders and at what frequency.
  - b. Communication to the project resources from the management should go through the Project Manager.
4. Define the organizational structure that the project will follow. e.g. even if a functional team member has a designation higher than the Project Manager, for the purpose of the project, the team member will be reporting to the Project Manager.
5. Determine the person to whom the customer can escalate issues.
6. Define the decision-making structure.
7. Define the team operating rules.
8. Outline the team meeting structure.

**Outputs:**

Project Governance Document

### Project Governance—Guidelines

1. Identify roles that will exist in your project. e.g. Project Manager, mentor, reviewer, Quality Manager, Testing Team, Project team etc.
2. Define the roles. Identify the responsibilities of each role.
  - e.g. Project Manager may be responsible for the following:
    - Developing the project plan
    - Directing project resources
    - Managing project schedule
    - Managing project budget
    - Estimating project resources
    - Communicating project status
    - Tracking project status
    - Defining, assessing and mitigating project risks
    - Ensuring project meets technical requirements
3. Define the rules of engagement. Some examples are:
  - a. Communication. e.g. communication to project resources from say, the Program Director must flow through the appropriate Project Manager.
  - b. Status reports e.g. the status of individual work assignments needs to be communicated on a daily basis to the Project Manager, bi-weekly status reports need to be sent by the Project Manager to the Operating Unit Head.
  - c. Procurement of human resources e.g. the Project Manager acquires human resources for the project after speaking with the Operating Unit Head and the Resource Manager
4. Organizational structure for the project. e.g. all team members report to the Project Manager, the Project Manager reports to the reviewer of the project, etc.



5. Escalation Procedure - In case of issues, a person should be identified as the 'go-to' person for a customer in order to escalate issues that the team cannot manage.
6. Decision-making Structure: e.g. Identify sponsoring groups for decisions related to costs, Define who will decide on technical issues. Define who authorizes change in scope. Define who will resolve conflicts.
7. Team Operating Rules: e.g. in the absence of the Project Manager on a certain day, does the Project Technical Lead assign work to the technical team?
8. Team meeting structure: Does the Project Manager facilitate the meeting? Who records the minutes? Who will validate the minutes before sending it out to stakeholders?